

INTEGRATED MARKETING COMMUNICATION STRATEGY TO INCREASE BRAND AWARENESS FOR SMALL, MEDIUM ENTERPRISE (BUSINESS COACHING IN SMALL, MEDIUM ENTERPRISE CAKE AND BAKERY INDUSTRY)

ANGGI GHASANI PERTIWI

Department of Management, University of Indonesia, Jakarta, Indonesia, Fully Sponsored by
LPDP (Lembaga Pengelola Dana Pendidikan) Indonesia"

ABSTRACT

Purpose – The purpose of this research is to know the strategy to increase brand awareness for Small Medium Enterprise (SME) through implementing Integrated Marketing Communication (IMC) so the SME can maximize offline and also online marketing.

Design/methodology/approach – Business coaching methods, through a series of unstructured interview with the owner to know their business process and marketing activities. Observation also used to know the real situation between customer and the enterprise. The results from the unstructured interviews and observation were analyzed using qualitative descriptive methods to know gaps between the ideal and actual conditions of the SME or company, then the results were also used to find the IMC to be implemented in order to increase brand awareness.

Findings – The findings show that offline marketing was not maximal yet. In the store, customers did not get special experience because SME did not do promotion maximally. Brand awareness for current situation was still at the level of brand recognition, which is the limit of brand awareness. Hence, it is going to be a major attention to maximizing promotion to increase brand awareness.

Research limitations/implications – There are also limitation of this paper, this study was only conducted to in-store-promotion, for self-manufactured products by SME.

Originality/value – The paper will add to the literature of brand awareness, and integrated marketing strategy in Small-Medium Enterprises (SMEs)'s business-to-consumer in Indonesian bakery industries.

KEYWORDS: Brand Awareness, Small-Medium Enterprises (SME), B2C, Bakery Industries, Bakery, Integrated Marketing Communication, XYZ Cake & Bakery, Business Coaching

Received: Dec 30, 2017; **Accepted:** Jan 20, 2018; **Published:** Feb 07, 2018; **Paper Id.:** IJSMMRDFEB20182

INTRODUCTION

ASEAN Free Trade Area (AFTA) in 2013 and the Asian Pacific Economic Cooperation (APEC) which will start in 2020 will give more freedom for entrepreneurs to market their products. The existence of a free market leads to increase trade and promotion competition, due to the many products offered. This can make consumer behavior more selective in choosing the products they consume. The same thing happened in the bakery industry in Indonesia. According to the latest data obtained from the Association of Bakery Entrepreneurs (APEB) shows that

the bread industry in Indonesia grows between 10% to 15% per year, with the largest market share owned by the production of soft and fresh bread with high sugar content or sweet (Warta Ekonomi, 2016). The rapid development occurred due to the high demand in the consumption of bakery products.

Currently bakery products are no longer seen as side food, but it has become a staple food for some people of Indonesia, especially for the urban community. The food and beverage industry is currently being a sector with the largest contribution of Indonesia's economy, which is 5.5% of Gross Domestic Product (GDP) and 31% of GDP from non-oil and gas processing industries, which opens considerable opportunities for the food and beverage industry (Tribun News, 2017). Cake and bread industries are now increasingly ogled into a wider business opportunity. The increasing competition and number of bakery industry in Indonesia make each business. This also provides opportunities for Small and Medium Enterprises (SMEs) to penetrate the bakery industry and actively grow their business through various promotional strategies to attract customers.

XYZ Cake & Bakery is a Small and Medium Enterprises (SMEs) that sells various types of breads, cakes, snacks since 1999. By 2014, the owner has set up a store located on the main highway of East Jakarta to expand the market and enhance its brand image. In managing her business, the owner strongly prioritizes the quality, taste and healthiness of its products. Certainly in producing cakes and bread, she does not use preservatives. XYZ Cake & Bakery also expanded its business by receiving birthday cake orders until wedding cakes that can be ordered as per customer's request. Currently XYZ has had production employees about 40 people and 6 people sales promotion girl including cashier. Cakes are made in the production room located in the back side of the store, while the bread is produced at the factory located in the area of UPK PPUKMP (PIK Pulo Gadung) as well as XYZ Cake & Bakery being coached by UPK PPUKMP. XYZ's main distribution channel was only through sales in store, which located right on the edge of the highway, and direct selling by salesmen who toured around Cakung, East Jakarta.

It has been running for three years since 2014, XYZ cake shop has not developed its business maximally, because everything is still handled directly by the owner (one man show). Lack of skilled employees perceived to be an obstacle to make his business more advanced. The problems are difficulties of establishment of an organizational structure that needs to absorb skilled employees and marketing strategies that need to be maximized again. Their main promotion programs are only direct selling, sales promotion, and word of mouth. With the rise of competitors in the surrounding area, made the owner have a desire to do promotional strategies that can attract attention of consumers, increase the number of visitors and make its brand more famous. The promotion will involve the consumers in it, to create good customer engagement. Some strategies will be conducted and integrated each other (Integrated Marketing Communication) so that will create a special experience for every visitor who comes to the store. Bread and cakes tend to be a low involvement product, which means that consumers in their purchases are not so much involved, because consumers do not really think about which products to choose and where to buy them. In the absence of efforts to increase consumer involvement in making decisions when it comes to the store, sales of SME products will not be maximized.

However, from many problems that faced by the owner, there is a serious internal management problems that are deemed to be resolved, that is the problem of family business. SME owners want that this business will be used as a family business organized together and will be revealed to the offspring later. But, there are so many problems that occur when wanting to do the transition ownership aimed at his son, until now still ends with one man show. Preparations for the transition of ownership by prospective business successors should have begun as a child by gradually involving and

educating them in the business process undertaken. The four crucial factors in the transition of a family business, namely; selection of siblings suitable for being the successor of the business, the experience of the future successor, the sharing of ownership and the involvement of the predecessors after the transition period (Rangus, 2016). Family business can be categorized into 3 according to its characteristics, namely: 1) family business that tends to be traditional and paternalistic 2) family businesses that have a conflict that develops directly from the family traditionally and for him the difference is no longer a forced thing, 3) entrepreneurial business (Levinson, 1971). In all types of family businesses, strategic leadership is needed that makes it easy to understand the company's vision and mission, communicates and inspires, and influences the company to pursue its vision (Joo, 2016). If adjusted according to the category above, then XYZ Cake & Bakery could be classified in the first category, but did not have a strategic leadership, then the business process can not run effectively and optimally especially in designing a long-term strategy. One of the disadvantages of a family business and this is a fundamental problem in the implementation and development of the XYZ bakery shop is the transfer of ownership to the next generation.

This research will focus on knowing the position of the brand awareness level of YES Cake & Bakery in currently consumers' mindset, and determining Integrated Marketing Communication Strategy (IMC) for XYZ Cake & bakery. The research will be limited only in store sales activities, cake and bakery sales, and proposed IMC strategies are only recommendations. This research employs a qualitative analysis by using business coaching method through a series of unstructured interviews with the owner to know their business process and marketing activities. Observation also used to know the real situation between customer and XYZ Cake & Bakery at the store. The results from the unstructured interviews and observations were analyzed using qualitative descriptive methods. The structure of this paper consists of five sections: introduction, literature review, research methodology, results and findings, and conclusions.

LITERATURE REVIEW

Brand Awareness

Brand awareness is the ability of a prospective buyer to recognize or recall that a brand is part of a particular brand category (Aaker & Joachimsthaler, 2000). There are four levels of brand awareness seerti that can be seen in Figure 1:

- **Top of Mind (TOMA)**

It is a level when someone is asked directly without help or stimulus and then immediately mentions a brand in the first order, then the brand is at the peak of the person's mind and is the main brand for him.

- **Brand Recall**

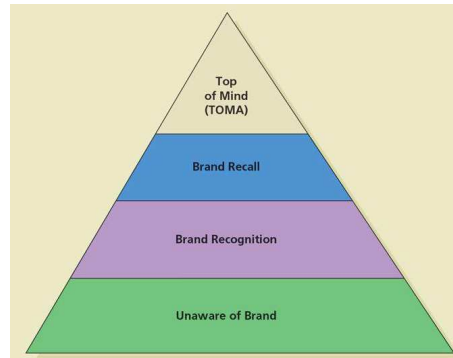
When someone is asked to name some brands a particular product and brand is in the class but not in the first place. The brand is realized, because it can be maintained without help or a reminder, but is not the main brand for the person.

- **Brand Recognition**

It is a minimal level of awareness of a brand, when a person is initially unaware of the brand but with help or reminders he can relize it. This is important for buyers when choosing a brand when going to make a purchase.

- **Unaware of Brand**

Is the lowest level in the pyramid of brand awareness which means a person is not aware of the existence of brand.



Source: David A. Aaker, *Managing Brand Equity* (New York: The Free Press, 2000)

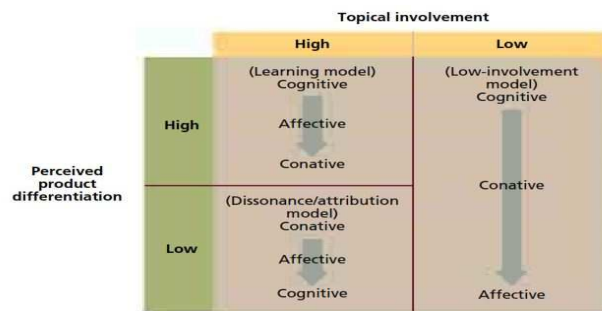
Figure 1: The Brand Awareness Pyramid

Building Brand Equity through Special Experience

Brand Equity is an effect of positive differences that can be known through consumer response to goods or services chase (Kotler & Armstrong, 2011). Based on this understanding can be interpreted that brand equity is a strength owned by a brand that can add or even reduce the value of the brand itself, which can be known through consumer response to the goods or services offered. Brand equity can be grouped into 5 categories; brand awareness, perceived quality, brand association, and brand loyalty. This paper will focus on the first category. If linked on the understanding of brand equity and brand awareness it can be concluded that the consumer response is very influential on brand strength to the ability to remember the brand. To influence consumer response, different strategies are needed when delivering value to consumer for different types of products, especially for high involvement or low involvement products.

Creating Special Experience

Bread and cake is a low involvement product. A low involvement product is the customer has low involvement or does not need to think long to buy the product, not too consider various things such as brands, forms, and so forth (Solomon, 2011). Figure 2 shows how to deliver information for low-involvement product categories.



Source: Belch, *Advertising and Promotion: an Integrated Marketing Communications Perspective, 10e Global Ed* (United States: McGraw-Hill Education, 2015)

Figure 2: Alternative Response Hierarchies

Michael Ray developed the model by identifying three alternatives based on perceived product differentiation and product involvement. Focuses on the low involvement product category, where the receiver looks past the stage from cognitive to behavioral change behavior (Belch, 2015). Can be concluded to learn → do → feel, the sequence that occurs in the involvement of consumers during the process of purchasing products low involvement. Beginning with learn, the cognitive nature in which one reaches the level of "know" of a brand or object that is introduced or informed. The next stage is the do, that is conative nature which means someone already know the brand or object in question, then to the stage of doing an action on the object. Based on the theory, the next step will be discussed with SME owners to plan the creation of special experience that will provide information and delivering value directly and indirectly through symbol, verbal, and physical to the visitor (learn) and will be felt to every visitor who come (feel).

Building Customer Engagement

Customer engagement has a role in the formation of a value (value creation), from product-centric to a personalized customer experience that focuses on the relationship (Prahalad & Ramaswamy, 2004).. Thus, it is necessary to also pay attention to customer relationship (customer relationship management).

Consumer Oriented Promotion (Pull Strategy)

Consumer oriented promotion is one type of sales promotion, which can be called as an acceleration tool designed to speed up the sales process and maximize sales volume. In practice, sales promotion applies persuasion that provides an extra incentive to buy (Belch, 2015). In this strategy the marketers who in this paper are SMEs, will provide some incentives to attract consumers.

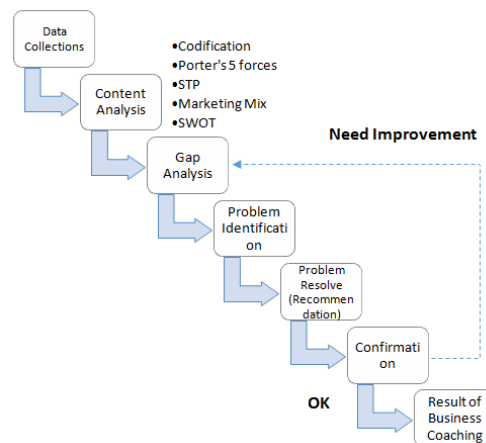
Implementation Integrated Marketing Communication Strategy (IMC)

IMC is a comprehensive marketing communications planning concept that adds value, as well as evaluates the strategic role of some communication disciplines (Belch, 2015). IMC is also a cross function to build and maintain mutual beneficial relationships with customers and other stakeholders. The main goal of IMC is to create a long-term brand relationship through communication elements at the marketing management level that will impact sales and generate company profits.

RESEARCH METHODOLOGY

This research uses the framework of business coaching to study the problems in XZY Cake & Bakery as follows:

Source: Author



Source: Author

Figure 3: Business Coaching Framework

Data Collection

Data collection techniques conducted in this business coaching is an in-depth interview and observation. In-depth interviews were conducted with SME owners to understand in depth the overall picture of their business. In conducting business coaching, it takes concrete and real data, so observation is done to sales activities conducted in XYZ Cake & Bakery store to find out the flow of visitors and the impression they get every shopping in the shop, and see directly the production workers in the factory. Observations are also conducted against competitors around the SME environment.

Content Analysis

A qualitative research is a non-structured study containing explanations related to insight and understanding of a problem (Malhotra, 2010). Content analysis method is a technique used in research to take conclusions by identifying specific characteristics in a message objectively and systematically. After conducting interviews with the owner of SMEs, direct observation and begin to collect the necessary data, then the next will be content analysis. The data obtained begins to be sorted after observation and in depth interview, then will be carried out continuously during business coaching takes place with the aim that data can be sorted as needed.

Codification

To facilitate the researcher in distinguishing data one with other data, then codification process is needed. This process begins with collecting data relevant to the purpose of this business coaching, then each type of data is coded and made into several types.

Data Analysis

After the relevant data have been codified, then it will be grouped according to the in-store-promotion strategy and the sale of bakery and cake products only. To see the relationship or pattern of interconnection between data, then the data will be interpreted in the form of diagrams or graphs.

Gap Analysis

Gap analysis between the actual and ideal condition was conducted to know the most urgent problems that need to

be resolved. To conduct the gap analysis, the company's condition needs to be analyzed using analyzing tools; *Segmenting, Targeting, Positioning* (STP), *marketing mix analysis* from Philip Kotler, *SWOT analysis* (Gamble, Thompson & Peteraf, 2015), *bisnis canvas* models conducted to Osterwalder & Pigneur (2010), and also industrial analysis using *five forces porter analysis* by Michael Porter. The results of gap analysis are as follows:

Table 1: Result of Gap Analysis

No	Tools	Ideal condition	Actual condition	Planning
1.	SWOT Analysis	Deliver information related product's superiority to customers through store promotion	Lack of brand awareness and promotion strategy	Implement marketing strategies that integrate through in-store sales
		Have job description and performance evaluation system	Have no job description and performance evaluation system	Creating job description and performance evaluation system
		Performing a budget setting every strategy or investment	Do not have a budgeting system yet	Arrange the budget activities, especially digital marketing activities to be implemented
		Have a clear legal entity	Not yet incorporated	Help connect with related parties
2.	STP Analysis	Reached all areas of DKI Jakarta	Segment is located only in Cakung and surrounding areas	Expand the market
		Reached B2B segment	Has not penetrated into the B2B segment	

Source: Author

Then done pareto calculation to determine the priority of the problem, as follows:

Value : 1 most difficult to do – 10 easiest to do

Weight : 1 least significant – 10 most significant

Contribution : value x weight

% distribution : (contribution / total contribution) x 100%

Table 2: Result of Pareto Calculation

No.	Problem	Value	Weight	Contribution	% Distribution	% Accumulation
1	Lack of brand awareness and promotion strategy	8	9	72	22,93%	22,93%
2	Has no job description and performance evaluation system	8	9	72	22,93%	45,86%
3	Do not have a budgeting system yet	8	9	72	22,93%	68,79%
4	Not yet incorporated	6	7	42	13,38%	82,17%
5	The segment is not yet wide	7	8	56	17,83%	100,00%
Total				314	100%	

Source: Author

In the next discussion will be conducted more in-depth gap analysis of marketing, especially on in-store marketing strategy. Until now, marketing strategy has not been maximized and there is no integrated marketing strategy that can increase brand awareness. By using SWOT and STP analysis, the result of analysis can be seen as follows:

Table 3: Result of IMC Gap Analysis

No.	Actual condition	Ideal condition	Planning
1	people are not aware of XYZ Cake & Bakery brand	people aware of XYZ Cake & Bakery brand	increasing brand awareness through IMC
2	Store façade less attractive, store layout less regularly	Store façade attractive, store layout has a characteristic	Redecorating store façade and layout in order to creating special experience
3	no customer engagement on sales at the store	building customer engagement on sales at the store	building customer engagement through promotion strategy

Source: Author

Once the three problems are recalculated using Pareto, the results is; 36% of people's issues re not aware of XYZ brand, and 32% each for less interesting store façade issues and no customer engagement on store sales.

Problems Identification

The calculation of the contribution of the problem shows the value and the root of the problem faced causing the gap. It will be taken three main problems will be the formulation of the problem in this business coaching. Solving the problem will start from the problem that has the greatest weight first and is expected to reduce the level of the gap. The formulation of the problem will be used as a reference in determining the purpose of this coaching business.

Solution to Problems

To answer the problems that cause the gap, there will be proposed several solutions aimed at increasing awareness of both the brand and its superiority by maximizing the market potential that is owned through integrated in-store promotion.

Solution Confirmation

After submitting several recommendations that are certainly tailored to the wishes and potentials, there will be further discussion on the proposals and the reasons underlying any proposals given. Furthermore, the owner of the SME will decide whether or not to agree to the proposed suggestions or suggestions to improve the proposal for the better.

Results of Business Coaching

Once the recommendation has been approved and confirmed, then the timeline of the implementation timeline is immediately made so that the recommendations related to integrated marketing communication can be implemented immediately and can increase brand awareness, sales and strengthen competitiveness with its competitors.

RESULTS AND FINDINGS

Based on observations that have been done to the community around Cakung associated with the awareness of XYZ Cake & Bakery brand, it is found that the level of public awareness of XYZ brand is still at the minimum level of Brand Recognition level, with the following details:

Table 4: Results of XYZ Cake & Bakery Brand Awareness Observation

<i>Level of Brand Awareness</i>	<i>Responden</i>	<i>Persentase</i>
<i>TOMA</i>	3	10%
<i>Brand Recall</i>	5	17%
<i>Brand Recognition</i>	17	57%
<i>Unaware of Brand</i>	5	17%
Total	30	100%

Source: Author (2017)

Building Brand Equity Through Creating Special Experience

In theory, Aaker and Joachimsthaler (2000) explain that brand awareness is one of five categories of brand equity. If linked on the understanding of brand equity and brand awareness it can be concluded that the consumer response is very influential on brand strength to the ability to remember the brand.

To influence consumer response, different strategies are needed in the delivery of value for different types of products, especially in high involvement or low involvement products.

Breads and cakes are the low involvement product. As described in chapter 2 on the sequence that occurs in the involvement of consumers during the process of purchasing low involvement products, it is proposed to create a special experience that will provide information and delivery of value directly and indirectly through symbols, verbal, and physical to the visitor store (learn) and will be felt to every visitor who came (feel). Here are some proposals to create special experience:

Creating Special Experience Through Symbol

- Redesigned the store façade with neon box creation in the form of XYZ logo
Installation of photos of bakery products and cakes to symbolize the typical pastry shop
Put the slogan "fresh and healthy" which is the excellence of XYZ products
Start an IMC strategy by displaying an exciting impression to attract visitors and eye catching.
- Creation of typical stores with uniforms, aprons, and special nuanced attributes that symbolize XYZ. This is also to create a sense of belonging for each employee and provide their best performance. The new rules of uniform illustrated in figure 3.



Source: Author (2017)

Figure 3: Illustration of new XYZ uniforms

- The creation of a distinctive store with a distinctive color tone on the interior layout

- Installation of LEDs in store to show slide show of products and some ongoing promotions
- Create an icon that became the mascot XYZ Cake & Bakery. It has a new product that will be released soon, named peanut cookies. For introducing product, th icon will be symbolize as figure 4



Source: Author (2017)

Figure 4: Illustration of XYZ Icon

Naming products with a unique name, as well as putting a price tag on each product display. The purpose of this strategy is to make SPG and visitor remembering the XYZ's products easily.

Creating Special Experience Through Verbal

- A welcoming culture to visitors by SPG with a unique style
- Creating XYZ's jingle that can create brainstorming. This Jingle will be played in the store and played to every visitor who comes.

Creating Special Experience Through Physics

Previously explained about the proposed re-design front view, interior and store layout, LED placement for slide show show, as well as procurement of uniforms and attributes for the salesperson. So through the implementation of these two proposals will create physical evidence that can be seen visually by visitors and created a special experience every come to the XYZ Cake & Bakery Store.

Building Customer Engagement

Based on the theory that customer engagement has a role in the formation of a value (value creation), from product-centric to personalized customer experience that focuses on the relationship (Prahalad & Ramaswamy, 2004), it is necessary to also pay attention to the relationship with the customer relationship management) and proposed several proposals as follows:

- Member card or loyalty card
- Create of suggestion or criticism boxes
- Provide cooking class

Attract Customers with Consumer Oriented Promotion (Pull Strategy)

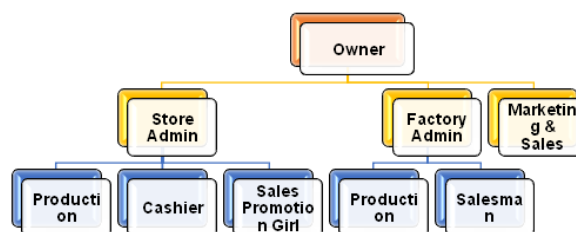
In this strategy the marketers who in this paper are SMEs, will provide some incentives to attract consumers.

Several proposals related to pormosi using consumen oriented strategy techniques are as follows:

- Provide sample cakes to taste, especially on best seller products
- Promotes with vouchers and shopping cards
- Placement of promotional media (brochures, business cards, etc.) in a strategic place

Forming Marketing and Sales Division

Within the proposed organizational structure, a marketing and sales division is directly under the owner. This division is responsible for organizing all activities and marketing planning both short and long term. In the meantime, the position in this division is intended to be occupied by the child of the SME owner, who has a desire to help continue this family business.



Source: Author (2017)

Figure 5: Proposed Organizational Structure (Adding Marketing and Sales Division)

Implementing Integrated Marketing Communication Strategy (IMC)

Based on several proposed strategies that have been described above, ranging from the creation of special experience, building customer engagement, and consumer oriented strategy, of course, the entire implementation will integrate each other. Implementation of IMC aims to increase the brand awareness of XYZ Cake & Bakery, which is still at the level of brand recognition. The other benefits expected are to increase sales and increase the flow of store visitors. Campaign carried out in the implementation of this strategy is to highlight the value that is owned by fresh and healthy.

It would be more appropriate if the implementation of this IMC strategy coincides with national holidays or festivals. In the near future, Christmas and New Year's moments can be used to be the start point with the new look of XYZ store, complete with all the characteristics that try to be formed. To increase the flow of visitors can also be made small tents with splashy scenes such as the use of yellow and blue balloons and some promos related to the celebration of Christmas and New Year.

Calculation of IMC Implementation Cost Projection and Its Impact on Sales

The following is the calculation of investment costs to be incurred for the implementation of IMC in accordance with the proposals that have been described in the previous chapter.

Table 5: IMC Implementation Cost Projection

Media Promotion	Investment Cost	Depreciation
Cost for making <i>jingle</i>	IDR 1.000.000	0
Employee's uniform and attributes	IDR 1.150.000	IDR 575.000
Graphics designer fee	IDR 300.000	0
Photografer fee	IDR 700.000	0
New neon box	IDR 1.000.000	IDR 200.000
Photos product installation on store façade	IDR 800.000	IDR 266.667
Member card and shopping voucher	IDR 500.000	0
LED installation	IDR 1.000.000	IDR 200.000
Renovation cost	IDR 30.000.000	IDR 3.000.000
Fixed Asset (forming marketing & sales division)		
Working table	IDR 300.000	IDR 60.000
Working chair	IDR 400.000	IDR 80.000
Laptop	IDR 4.000.000	IDR 800.000
Total Cost	IDR 41.150.000	IDR 5.181.667

Source: Author (2017)

It is hoped that by investing such amounts, it will be able to increase the sales of shops for bread and cake products by at least 7%. The details of store sales in 2017 are as follows:

Table 6: XYZ sales in 2017

Month		
January	IDR	192.108.000
February	IDR	173.914.000
March	IDR	191.719.000
April	IDR	206.714.500
May	IDR	207.086.000
June	IDR	208.824.000
July	IDR	192.831.500
August	IDR	204.189.000
September	IDR	200.038.500
Total sales Jan-Sept '17	IDR	1.777.424.500
Average sales /month	IDR	197.491.611
Estimation		
October	IDR	197.491.611
November	IDR	197.491.611
December	IDR	197.491.611
Estimated total sales in store in 1 year	IDR	2.369.899.333

Source: XYZ Documentation (2017)

So it can be assumed monthly sales is Rp197.491.611,00 with total sales in 1 year that is equal to Rp 2.369.899.333,00. If projected to do IMC strategy for 5 years ahead, hence got the increase of sale as follows:

Table 7: Sales increase projection

Assumption of increased sales of IMC implementation	7,00%
Organic Growth / Year	5,00%
Assumptions Contribution of revenue from cooking class	IDR 1.680.000

Year	Projected increase Sales/year	Percentage increase Sales/year
1	IDR 167.572.953	7%
2	IDR 175.951.601	7%
3	IDR 184.749.181	8%
4	IDR 193.986.640	8%
5	IDR 203.685.972	9%

Source: Author Calculation (2017)

Assuming an increase in sales from the implementation of IMC per year minimum of 7% then it can be seen that sales will continue to increase in the next 5 years until the increase in the number 9%. The calculation of this projection is based on all the proposed IMC strategies previously described and assuming an increase in price or organic growth of 5% per year. However, to assess whether the investment to be issued is feasible enough to obtain long-term profit, then the calculation of feasibility of investment through Net Present Value (NPV) and Internal Rate of Return (IRR) with the following calculation:

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	IDR 167.572.953	IDR 175.951.601	IDR 184.749.181	IDR 193.986.640	IDR 203.685.972
COGS	IDR 83.786.477	IDR 87.975.801	IDR 92.374.591	IDR 96.993.320	IDR 101.842.986
Gross Profit	IDR 83.786.477	IDR 87.975.801	IDR 92.374.591	IDR 96.993.320	IDR 101.842.986
Expenses					
Electricity expense	IDR 1.800.000	IDR 1.800.000	IDR 1.800.000	IDR 1.800.000	IDR 1.800.000
Print promotion media	IDR 1.000.000	IDR 1.000.000	IDR 1.000.000	IDR 1.000.000	IDR 1.000.000
Promotion media <i>maintenance</i>	IDR 500.000	IDR 500.000	IDR 500.000	IDR 500.000	IDR 500.000
Marketing fee	IDR 39.600.000	IDR 42.768.000	IDR 42.768.000	IDR 42.768.000	IDR 42.768.000
Total Expenses	IDR 42.900.000	IDR 46.068.000	IDR 46.068.000	IDR 46.068.000	IDR 46.068.000
EBITDA	IDR 40.886.477	IDR 41.907.801	IDR 46.306.591	IDR 50.925.320	IDR 55.774.986
Depreciation	IDR 5.181.667	IDR 5.181.667	IDR 5.181.667	IDR 5.181.667	IDR 5.181.667
Tax	IDR 3.570.481	IDR 3.672.613	IDR 4.112.492	IDR 4.574.365	IDR 5.059.332
Net Income	IDR 32.134.329	IDR 33.053.520	IDR 37.012.431	IDR 41.169.288	IDR 45.533.987

Deskripsi	0	1	2	3	4	5
Cash Inflow						
Net Income		IDR 32.134.329	IDR 33.053.520	IDR 37.012.431	IDR 41.169.288	IDR 45.533.987
Depresiasi		IDR 5.181.667	IDR 5.181.667	IDR 5.181.667	IDR 5.181.667	IDR 5.181.667
Total Cash Inflow		IDR 37.315.996	IDR 38.235.187	IDR 42.194.098	IDR 46.350.955	IDR 50.715.654
Cash Outflow						
Investment Cost	-IDR 41.150.000					
Change in NWC	-IDR 5.000.000	0	0	0	0	5.000.000
Total Cash Outflow	-IDR 46.150.000	0	0	0	0	5.000.000
Net Cash Flow	-IDR 46.150.000	IDR 37.315.996	IDR 38.235.187	IDR 42.194.098	IDR 46.350.955	IDR 55.715.654
Discounted CF	-IDR 46.150.000	IDR 28.704.612	IDR 22.624.371	IDR 19.205.325	IDR 16.228.758	IDR 15.005.846

Cost Of Capital	30,00%
NPV	IDR 55.618.911
IRR	81,83%

The calculation results in the table above shows a net income that continues to increase for 5 years and a positive NPV value. This indicates that the investment is feasible to be implemented, and supported by the value of IRR is greater than the cost of capital. With this it can be concluded that XYZ Cake & Bakery is worth issuing investment for IMC strategy implementation with a projected increase of sales of at least 7% year.

CONCLUSIONS

Based on all the discussions and the results of the implementation of business coaching conducted by SMEs, we can derive some conclusions as follows:

- Knowing the position, level, Brand Awareness, XYZ Cake & Bakery in current consumer's mindset is still at the level of brand recognition.
- Preparing IMC strategy implementation with the aim of enhancing the planned brand awareness through the creation of special experience (symbol, verbal and physical), building customer engagement and applying consumer oriented strategy has been running at 58.8%. The implementation of the strategy is at 80% and has been successfully executed and the remaining 20% is still a ready-to-implement design, that is for the launch of member cards, shopping vouchers, and redesign brochure.
- The calculation of the feasibility of investment costs to be incurred for marketing through the implementation of IMC.

The follow-up should be implemented by XYZ Cake & Bakery in maximizing store marketing to increase brand awareness, especially in family business problems. Preparation of ownership transition must begin immediately. During the transition period, the role of Ms. Linda is as a mentor who will assist the successor in determining short-term and long-

term strategies and develop his business. When the time comes for the successor to mature to succeed his mother as a leader, the owner can give a few percent of his ownership to be motivated. Then the owner must give trust to his successor by simply acting as an advisor and allowing his successor to run and develop his business as a new leader by his own leadership and with new values and things to be developed. However, if the owner has not been able to give full confidence to his son, then in the new leadership will be able to act as unofficial manager and still play a role in the implementation of business processes both physical and emotional.

REFERENCES

1. Aaker, D., & Joachimsthaler, E. (2000). *Brand Leadership*. New York: The Free Press.
2. Belch. (2015). *Advertising and Promotion : an Integrated Marketing Communications Perspective, 10e Global Ed.* United States: McGraw-Hill Education.
3. Duh, M. (2003). *Družinsko podjetje-Razvoj in Razvojni management družinskega podjetja*. EVROCENTER, M. (ed.). Maribor
4. Joo, S. H. (2016). *Common Strategies in Strategic Paradigm of Succession in Small and Medium-Sized Korean Family Business*. Dissertation in Alliant International University .
5. Kotler, P., & Armstrong, G. (2011). *Marketing: an Introduction, 10th ed.* New Jersey: Pearson Education.
6. Levinson. (1971). *Conflict That Plague Family Business*. Harvard Business Review .
7. Malhotra, N. K. (2010). *Marketing Research: an Applied Orientation, 6th ed.* New Jersey: Pearson Education.
8. Prahalad, C., & Ramaswamy, V. (2004). *Co-Creation Experiences: The Next Practice in Value Creation*. *Journal of Interactive Marketing* Vol.18 .
9. Mahdi Hadian Pour & Ali Taghizadeh Herat, *Business Coaching Competencies*, *International Journal of Human Resource Management and Research (IJHRMR)*, Volume 6, Issue 6, November - December 2016, pp. 15-28
10. Rangus, N. (2016). *Transition Between Generations in Family Businesses: Comparative Analysis of Multiple Case Studies in Slovenia*. *Innovation and Entrepreneurship* .
11. Solomon, M. R. (2011). *Consume Behavior*. New Jersey: Pearson Education.
12. Tribun News. (2017, July 27). *Sepanjang Tahun 2016 Ini, Pertumbuhan Industri Makanan dan Minuman Stabil*. Diambil kembali dari Tribunnews: <http://www.tribunnews.com/bisnis/2016/07/27/sepanjang-tahun-2016-ini-pertumbuhan-industri-makanan-dan-minuman-stabil>
13. Warta Ekonomi. (2016, November 9). *Diambil kembali dari Warta Ekonomi:*
14. <https://www.wartaekonomi.co.id/read119661/industri-roti-tumbuh-hingga-15-persen-per-tahun.html>